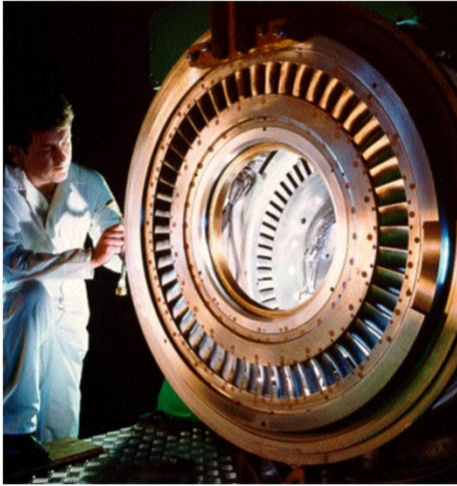


# Grasping the Situation at the Gemba using the Lean Transformation Framework

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📅 14<sup>th</sup> November 2016

📍 GE Power Services, Service Centre in Rugby



## Introduction

When we think about Lean, we often think about improving the work and moving from one level of business performance to the next improved level. From a leadership perspective this sometimes results in a focus on improvement activity, tools and solutions, while what we really want is to increase speed, alignment & traction of our improvement efforts to solve the business' problems.

Leadership at every level of the organisation has a critical role to play to ensure that:

- Each team is focusing on the right problems
- We are making time for improvement, that our improvement activity is effective and that we quickly address any roadblocks.
- We engage hearts & minds and are sustaining our improvement efforts.
- We reflect, learn and incorporate the learning into even better ways of doing business.
- We adopt Lean thinking as a "system for learning" to deepen knowledge within the business and develop long term improvement capability (See [Lean Strategy, Products and Learning](#) by Dan Jones).
- We lead change and develop improvement capability (See [The Secrets of Leadership at Toyota](#) by Art Smalley).

But as business leaders, how do we know that our employees are working on the right problems, in the right way, that we have the capability to solve that type of problem and that our management systems, culture and leadership behaviour are aligned?

For many businesses the journey sometimes seems more difficult, for example in some

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environments it is not easy to see the work, the flow, performance or maybe the demand is not predictable and the work not routine.

For these and many other organisations understanding their next steps can seem more difficult. There is no 10-step method or roadmap for Lean transformation - each business has a different process, culture and problems and so a blanket approach cannot be applied to every business.

So as business leaders how can we 'Grasp the Situation' and identify potential gaps in the business that need to be addressed?

### **Workshop Introduction**

The Lean Enterprise Academy have therefore teamed up with GE Power Services, Service Centre in Rugby, to hold a pre-summit masterclass where attendees will need to use all of their senses to understand the work, current condition and potential problems on a real gemba. This workshop combines walking the process with grasping the situation by utilising our **Lean Transformation Framework** to gain a greater understanding of what is Lean, and potential gaps that the organisation should solve to move to an improved level of performance.

**GE Power Services, Service Centre in Rugby** are leaders in providing repair solutions and spare parts for steam turbines to the power industry world-wide, the product & equipment is very large, can be slow moving and the work very technical and is therefore not obvious to see flow or performance. The facility, formerly Alstom Power started its Lean journey a number of years ago and is still at the early stages of their Lean transformation, and like many other business they employed a Lean leader and conducted a number of improvement activities.

### **Aims & Objectives**

Through lecture, discussion, a mixture of class room and shop floor exercises, this workshop will help you develop a greater understanding of:

- The facility's approach to Lean transformation
- Common approaches to Lean transformation, business improvement and the **3 Common Pitfalls to Lean Transformation**
- Lean thinking and the five dimensions of the Lean Transformation Framework
- How we can use the Lean Transformation Framework in a hands on way to develop a greater understanding of the current situation, identifying:
  - What is the customer and organisational purpose and what value we are providing?
  - What problem are we trying to solve and how does this support our purpose?
  - How do we do and improve the actual work?
  - What are the current skills and how are we building capability?
  - What are the current leadership behaviours and management systems, how do they support an improved new way of working?
  - What basic thinking, mind-set, or assumptions comprise the existing culture, and are they helping to drive the transformation?
- Potential organizational / team gaps that should addressed to move to the next level of business performance.
- Potential strategies to address those gaps.
- The critical role that leadership can play by 'Grasping the Situation' and addressing gaps within their organisation or team to help increase the speed, alignment & traction of their improvement efforts to solve key business problems.

## Agenda

- Introductions/Objectives/Agenda
- Introduction to Lean thinking and the five dimensions of the Lean Transformation Framework
- Understanding of the different approaches to business improvement and the common pitfalls to real Lean Transformation
- Overview of the facilities approach to business improvement and Lean
- Initial facility tour of the gemba
- Explore the 5 dimensions of the Lean Transformation Framework
  - Value Driven Purpose
  - Process Improvement
  - Capability Development
  - The Lean Leadership and Management System
  - Underlying assumptions and beliefs
- Shop floor observation exercise where the teams learn how the LTF questions can aid them in grasping the situation and identifying potential challenges.
- Exercise to identify and review potential gaps
- Reflections & Expectations Review

## Topics that will be examined include

- Basics of Value, Waste & Flow in Lean terms
- Common approaches & Pitfalls to Lean Transformation
- Understanding the five key areas to support successful Lean Transformation
- How the Lean Transformation Framework can be used in practical environment to help improve and sustain Lean Transformations.
- Leadership role in leading change and Lean transformation.

## Workshop Benefits

Through instruction, small group discussions, exercises and video workshop participants will:

- Learn about Lean from a different perspective, one that goes beyond tools & events
- Learn about the key elements of a successful Lean transformation
- Learn how to refine future transformation plans to overcome
- Discuss and reflect on how to go beyond where they are now – to close the next set of gaps in the organisation

## Related Books

- [Managing to Learn](#)
- [Lead with Respect](#)
- [Learning to See](#)
- [Training to See instructors guide](#)
- [Mapping to See instructors guide](#)

## Who Should Attend?

- Leaders & Management teams wanting to understand their role in helping to sustain and accelerate continuous improvement throughout their organisation.
- Supervisory and support staff wanting to learn how to refine their Lean Transformation plans for their team or department
- Lean practitioners wanting to learn how to improve the effectiveness of their efforts.

- Organisations at any stage in a Lean transformation that are struggling with:
- Failures to sustain the results from past improvement effort
- Overcoming some of the barriers to continuous improvement
- Past improvement effort not impacting business performance
- Deciding on whether to establish an improvement team
- Developing further improvement capability

## Notes

- **Attendance** - 1 Day Course
- **Class size** - Maximum 18 people per day
- **Timings** - Each day will run from 09:00 - 17:00
- **Cost** – Public Sector £400.00 / Private Sector £425.00 / Consultant £450.00 per delegate per day with a 20% discount when 5 or more people from the same organisation attend
- **Materials** - A PDF copy of the materials will be available via the Lean Enterprise Academy website.
- **Facilities** - Refreshments and lunches will be provided by LEA. A Drinks and Canapés reception at the Chesford Grange Hotel on Monday 14<sup>th</sup> November at 18:00 is also included.

*\* Please note prices exclude VAT at the standard rate of 20%*

*\*Due to the nature of this workshop, it is advised that you book early as the number of workshop attendees is restricted and final approval will be required from GE Power Services prior to visiting the facility.*

*\*\*Also, PPE will be required in the form of safety shoes and glasses.*

**We can also run these workshops in-house at your convenience, if you would like to explore this option please contact us at [events@leanuk.org](mailto:events@leanuk.org) or call +44 (0)1600 890590**

## Follow up (optional)

LEA provides an ongoing mentoring service for organisations involved in making Lean transformations. Lean Transformation Master Plans, supporting A3s & VSM's developed by the organisation can be reviewed at 30/60/90 intervals. This provides the organisation with help and direction in sustaining the learning from the workshop process and helps highlight further learning opportunities that can be pulled, as and when required, by the organisation.

**Book online at [www.leanuk.org](http://www.leanuk.org)**

*The lessons learnt during this workshop fit within all elements of the Lean Transformation Framework*